Information Technology Business Case – Section A
Miami-Dade County – FY 2005-06
Delivering Excellence Every Day

Directions: Please complete shaded areas below.

Department Name:	**Employee Relations Department**
Project Name:	**Data Warehouse and Data Mining**
Project Amount:	**$300,000**
Contact Information:	**Jay Flynn / Jose Nodarse**

Project Type: Please check (√) one.

[√]	**Enterprise**	[ ]	**Communities of Interest**	[ ]	**Department Specific**

Funding Source: Please check (√) one.

[√]	**GF Capital**	[ ]	**Proprietary Capital**

[ ] **Mandated Requirement**
(If checked (√), please indicate who is mandating this request as well as the time frame)

[5] **Department Priority of Initiative (1, 2, 3, etc.)**

Section A

Background:

In December 2001, IBM was engaged by the County to develop a data warehouse. The intent was to move reporting away from the mainframe to a platform that would facilitate improved reporting and analytics and more readily provide relevant management information to departments. The concept was to structure a data warehouse and provide an end user tool with which decision-makers could easily write ad-hoc reports. Since the Employee Relations Department (ERD) and the Finance Department generate and store a lot of information which is useful, but not easily accessible, the discovery phase of the project involved input from them. The tool selected to mine the data was Cognos. There are three distinct Cognos tools; Cognos Query (CQ) which can address simple ad-hoc queries, Impromptu and Power Play (Cubes). The latter products require more training and are designed to be used by more sophisticated users. Currently, ERD's personnel master and payroll data is the only data that is available in the employee data warehouse.

Problem Statement:

There is a critical need for County decision-makers to have pertinent information. However, the current version of Cognos Query (CQ) is extremely limited and cumbersome to use. At this time, the goal of allowing departments to write their own reports is unrealistic with the current limitations of the database design, the reporting tool, the hardware and amount of available storage space. It is currently operating on test hardware which results in very slow response times and severely restricts the number of people (five) who can simultaneously use the application.

Solution:

Engage the services of an outside consultant to assist in the strategy preparation and prioritization of requirements in order to devise an implementation plan providing the greatest business benefit in a timely fashion. This would entail:

1. Evaluating the use of the Cognos and other off-the-shelf analytical tools and user requirements and recommending appropriate product that meets enterprise reporting objectives. Currently, there is an unrelated effort to procure an enterprise wide licensing agreement with Crystal.
2. Reviewing and analyzing current report management and analytical processes to gain an understanding of the current processes and the desired processes. Identify areas of optimization and automation in delivery of information.
3. Identifying opportunities for process improvements and automation to generate desired reports.
4. Analyzing specific user groups and their analytical needs to provide more specific and appropriate data structure recommendations.
5. Recommending a security approach to provide secure data access by role and department, and outlining the detailed technical architecture that addresses these needs to create an integrated information platform.
6. Recommending appropriate data architectures and structures, to improve data and reporting reliability and accuracy as well as ease data consolidation and on-going maintenance.

Expected Benefits / Direct Payback:

1. Leverages the appropriate user tools to enable self-service functionality for the departments to generate desired reports in various formats.
2. Improves and simplifies reporting processes by reducing manual efforts through automation and streamlined processes.
3. Securely delivers the appropriate data and analytical information based upon the user's role and responsibility within the departments by integrating appropriate security infrastructure.
4. Enhances data storage, manipulation, analysis, modeling, forecasting, and reporting.
5. Maximizes the value and usability of the data warehouse across the organization, by allowing the various departments to tailor the platform to their specific needs, while leveraging the commonalities of the infrastructure, licensing, etc., across the organization.
6. Distribute reports vie email and or a web browser based on the security structure and or subscriptions set up on the server. By using subscription functionality, reports could be distributed on a scheduled and managed basis.